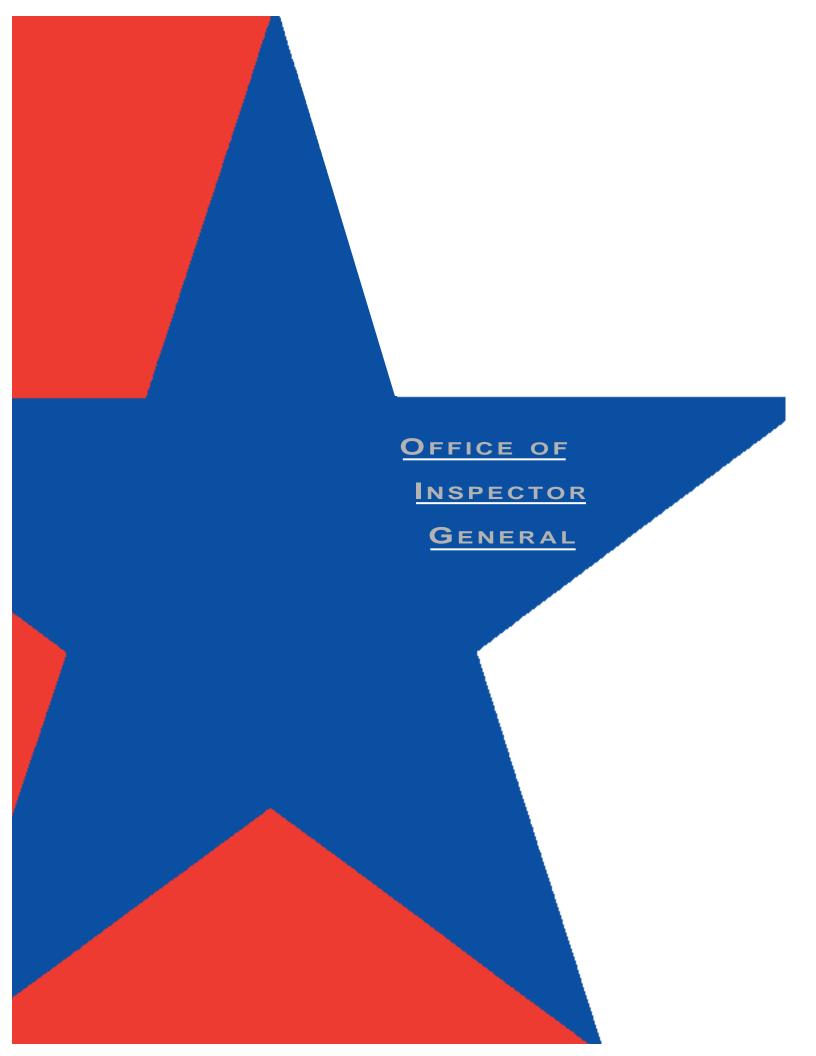
United States Postal Service

UNITED STATES POSTAL SERVICE
OFFICE OF INSPECTOR GENERAL
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UNITED STATES POSTAL SERVICE

UNITED STATES POSTAL SERVICE

OFFICE OF INSPECTOR GENERAL

STRATEGIC PLAN

FISCAL YEARS 1998-2002

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STRATEGIC PLAN

FISCAL YEARS 1998-2002



MESSAGE FROM THE INSPECTOR GENERAL

I am pleased to present the initial Strategic Plan for the United States Postal Service (USPS), Office of Inspector General (OIG). This plan is designed to meet the requirements of the Government Performance and Results Act (GPRA) of 1993. The OIG, created on September 30, 1996, by Public Law 104-208, fulfills the mandate of the Inspector General (IG) Act of 1978, as amended, by providing independent audit and investigative coverage of USPS programs and operations. The Governors of the USPS appointed me to a 7-year term as Inspector General on January 6, 1997.

The USPS Five-Year Strategic Plan, FY 1998-2002, identifies the tremendous challenges facing the USPS as it moves toward the new millennium. The USPS believes it must become a growth enterprise to support the infrastructure necessary to deliver universal postal service. It must continue to pursue innovative ways to meet changing customer needs by achieving greater productivity, ensuring effective cost management, and providing unique customer value. The USPS has organized its plan to meet the needs of three voices—the Voice of the Customer, the Voice of the Employee, and the Voice of the Business.

The OIG's Strategic Plan parallels the USPS plan by providing a structure to support efforts to address the needs of each voice. In developing our plan, we consulted with our stakeholders, including the Governors, USPS management, employees, unions, postal customers, and the Congress. We coordinated our planning efforts with the Postal Inspection Service to maximize our respective coverage of USPS programs and operations while avoiding duplication of effort. We are confident that our Strategic Plan provides a logical road map that will enable us to maximize our value to the USPS while maintaining our objectivity and independence. Our plan is a living document that will be refined as we grow and mature as an organization. We plan to update our plan more frequently than required by GPRA to incorporate the knowledge and experience we will gain over the next few years.

As we begin our second year of operation as an independent OIG, we will continue to build an organization that will be viewed as a valuable asset to the USPS. We look forward to strengthening our working relationships with our stakeholders as all of us strive to carry the proud tradition of the USPS into the next century.

Karla W. Corcoran

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Inspector General

ORGANIZATION

The OIG is organized into six teams to address the Voices of the Customer, the Employee, and the Business, as identified in the USPS Five-Year Strategic Plan, FY 1998-2002. The Assistant Inspector General (AIG) for Customer serves the Voice of the Customer, the AIG for Employee serves the Voice of the Employee, and the AIGs for Revenue and Cost Containment and Performance serve the Voice of the Business. The AIG for Strategic Planning and Quality and the General Counsel to the Inspector General support the entire OIG in its efforts to serve the three voices.

The General Counsel to the Inspector General's team provides independent and specialized legal advice to the Inspector General and the OIG staff. This team researches legal issues, processes subpoenas, reviews legislation, coordinates Congressional and external relations, and serves as our liaison with USPS and Department of Justice legal staffs.

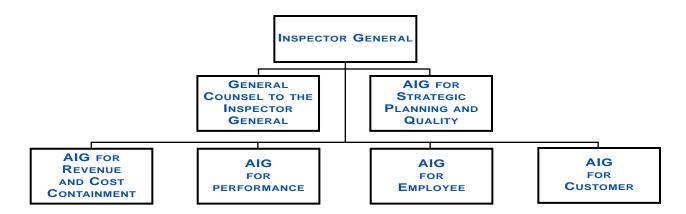
The AIG for Strategic Planning and Quality's team develops and monitors long-range strategies and quality processes, coordinates internal computer systems and support, provides forensic and technical services, and evaluates the electronic commerce area.

The AIG for Revenue and Cost Containment fulfills the role of the AIG for Investigations as mandated by the IG Act, and performs the same functions found in traditional OIG Offices of Investigations. The AIG's team performs investigations, audits, and reviews of contracts, facilities, revenue generation, revenue protection, and workers' compensation.

The AIG for Performance fulfills the role of the AIG for Audit as mandated by the IG Act, and performs the same functions found in traditional OIG Offices of Audit. The AIG's team performs audits, reviews, and investigations of overall programs and operations of the USPS, including developmental and financial statement matters, to ensure that program operations are conducted economically and efficiently, and that financial statements accurately depict the position of the USPS.

The AIG for Customer's team provides information and technical assistance to OIG and external customers, conducts sensitive investigations, provides oversight of the Postal Inspection Service, and maintains the Hotline operation for reporting fraud, waste, abuse, and mismanagement.

The AIG for Employee's team provides internal administrative, human resources, and policy support, and conducts reviews of labor-management issues and postal information systems.



OIG MISSION

As mandated by the Inspector General Act of 1978, as amended, the OIG's mission is:

- ★ to conduct and supervise audits and investigations relating to the programs and operations of the USPS;
- ★ to promote economy, efficiency, and effectiveness in the administration of, and to prevent and detect fraud and abuse in, the programs and operations of the USPS; and
- ★ to provide a means for keeping the Board of Governors of the USPS, postal management, and the Congress fully and currently informed about problems and deficiencies relating to the administration of USPS programs and operations and the necessity for and progress of corrective action.

OUR PURPOSE

Our audits, investigations and consulting services will strengthen and enhance the USPS by contributing to:

★ improve operations and services,



achieve CustomerPerfect! goals, and



promote process and employee integrity.





OUR VISION

A constellation of talented people making a difference through:









OUR VALUES

We are committed to excellence through:

- ★ Teamwork Diverse talents working cooperatively and collaboratively toward producing timely, relevant and quality work products and services;
- ★ Leadership Coaching, mentoring and encouraging others to be the best they can be, while maintaining high standards of personal and professional integrity;
- ★ Communication Openly, positively and honestly exchanging information and ideas with consideration for the contributions and opinions of others;
- ★ Creativity Using fresh perspectives, new ideas and approaches; and
- ★ Conceptualization Recognizing issue complexity and implications, and developing viable solutions that consider the customers' perspectives and needs.

GOALS AND STRATEGIES

USPS has identified three fundamental goals: to satisfy the customer, improve employee and organizational effectiveness, and improve financial performance. USPS describes these goals as "voices" to emphasize its focus on data and input gathered from both the marketplace and employees. The goal categories for the Voices of the Customer, the Employee, and the Business are summarized in the chart on the opposite page.

The OIG has identified three external and three internal goals that reflect our efforts to address the three voices. The three external goals relate to work that we perform to assist the USPS in achieving its *CustomerPerfect!* goals. The three internal goals are designed to help us build a strong OIG that will be regarded as a valuable asset to the USPS. Strategies to accomplish each goal are outlined on the following pages.

Our goals and strategies are broad because our limited knowledge of USPS programs and operations precludes us from setting specific and meaningful directions at this time. As we gain knowledge and experience and develop baseline data, we will more narrowly define our goals and objectives in future Strategic Plans. As part of our awards program, we are required to submit performance measures to the Governors. Our intent is to establish a framework for our performance measures that will meet the awards criteria and GPRA requirements. The goals and strategies discussed in this document will form the basis for our annual performance plans and associated measures and will provide flexibility to meet business environment changes.



USPS AND OIG GOALS

	USPS GOAL STATEMENT	OIG EXTERNAL GOAL STATEMENT	OIG INTERNAL GOAL STATEMENT
VOICE OF THE CUSTOMER	Improve customer satisfaction by offering superior customer value in each market and customer segment that we target.	Improve customer satisfaction by assessing USPS performance in providing customer value and meeting public service responsibilities.	Improve OIG customer satisfaction by providing timely, value-added services to the Governors, postal management, Congress, employees, and customers.
VOICE OF THE EMPLOYEE	Improve employee and organizational effectiveness by having the right people in the right place with the right tools at the right time to consistently provide superior customer value and ensure commercial viability in a dynamic market.	Improve employee and organizational effectiveness by assessing USPS performance in having the right people in the right place with the right tools at the right time in a quality workplace environment.	Improve OIG employee and organizational effectiveness by building an organization that encourages, rewards, and fosters dedication, teamwork, excellence, and productivity.
VOICE OF THE BUSINESS	Improve financial performance to assure commercial viability as a service provider for the worldwide movement of messages, merchandise and money.	Improve USPS financial self-sufficiency by assessing its business strategies and perfor- mance.	Improve OIG performance by adopting the most efficient, effective, and innovative business practices.

VOICE OF THE CUSTOMER

EXTERNAL GOAL:

Improve customer satisfaction by assessing USPS performance in providing customer value and meeting public service responsibilities.

STRATEGIES:

- rovide relevant, timely, objective and independent audit, investigative, and consulting services which:
 - address the timeliness, consistency, accuracy, and affordability of USPS services with a focus on improving current and future performance; and
 - assess USPS performance in meeting its public service responsibilities.
- ★ Provide relevant, objective, and independent oversight of the Postal Inspection Service with a focus on improving overall performance.

INTERNAL GOAL:

Improve OIG customer satisfaction by providing timely, value-added services to the Governors, postal management, Congress, employees, and customers.

STRATEGIES:

- ★ Promptly address information received from or requested by the Governors, postal management, Congress, employees, and customers.
- ★ Maximize customer satisfaction by obtaining customer input when planning, developing and assessing OIG products and services.
- ★ Foster open communications with the Governors, postal management, Congress, employees, and customers.

VOICE OF THE EMPLOYEE

EXTERNAL GOAL:

Improve employee and organizational effectiveness by assessing USPS performance in having the right people in the right place with the right tools at the right time in a quality workplace environment.

STRATEGY:

★ Provide relevant, timely, objective and independent audit, investigative, and consulting services focused on improving employee and organizational effectiveness and the workplace environment.





INTERNAL GOAL:

Improve OIG employee and organizational effectiveness by building an organization that encourages, rewards and fosters dedication, teamwork, excellence, and productivity.

STRATEGIES:

- * Attract, develop, retain and reward a diverse, highly-skilled, and motivated staff.
- ★ Implement an organizational structure that aligns OIG resources with customer needs.
- ★ Develop and implement strategies to foster communication and teamwork.





VOICE OF THE BUSINESS

EXTERNAL GOAL:

Improve USPS financial self-sufficiency by assessing its business strategies and performance.

STRATEGY:

- ★ Provide relevant, timely, objective, and independent audit, investigative, and consulting services focused on:
 - ensuring USPS financial self-sufficiency;
 - ensuring financial and management data integrity; and
 - improving USPS performance in growing existing revenues, introducing new products, controlling costs, achieving productivity gains, and competitively pricing products.

INTERNAL GOAL:

Improve OIG performance by adopting the most efficient, effective, and innovative business practices.

STRATEGIES:

- ★ Enhance performance through innovative processes, technology, and effective use of resources.
- **★** Establish and maintain quality planning, control and improvement processes.
- **★** Ensure the integrity of financial and management data.
- ★ Encourage suggestions and innovative ideas.





BUSINESS ENVIRONMENT AND CHALLENGES

While the USPS has operated profitably for the last 3 years, the global business environment is changing rapidly and the USPS must adapt to remain competitive in its core businesses. How the USPS responds to the changing environment directly influences how we target our resources to help the USPS become more effective and efficient. In addition, the OIG environment is changing throughout the Federal Government as OIGs seek to reinvent their organizations and become stronger partners and consultants to management, while maintaining their mandated oversight roles. The following section describes the business environments and challenges faced by the USPS and the OIG, and outlines how the OIG plans to achieve it goals and objectives.

UNITED STATES POSTAL SERVICE

In 1997, the USPS had revenues of \$58 billion. If the USPS were a private company, it would be the tenth largest in the United States, based on the most recent *Fortune 500* rankings. The sheer magnitude of USPS operations is staggering. The USPS:

- ★ delivers 191 billion pieces of mail annually,
- ★ operates roughly 300,000 delivery routes,
- ★ owns or leases nearly 35,000 buildings,
- ★ operates over 190,000 vehicles, and
- ★ employs 765,000 career staff.

CHALLENGES:

In 1996, the Postmaster General appointed a Blue Ribbon Committee to work with USPS customers to determine what strategic issues USPS and industry could agree to jointly pursue to ensure the organization's ability to achieve its historic mission of reliable universal service into the 21st century.

The Blue Ribbon Committee concluded that the USPS faces significant challenges to achieve its business goals. Market share has been declining in all core businesses except advertising—correspondence and transactions, publications, advertising mail, parcels, international mail, and expedited delivery have all experienced share loss. This share loss represents billions of dollars in lost or missed revenue opportunities. The USPS faces formidable competition due to electronic diversion. As much as \$6 billion dollars in revenue are at risk to electronic diversion. The Federal Government's increased use of electronic fund transfer payments could reduce USPS

revenues by \$500 million annually. Electronic competition alters the way customers do business, and these alterations already have diverted substantial mail volumes into other communication streams. The USPS must defend its profitable markets while also serving more difficult and expensive markets of no interest to its competitors. The USPS is still heavily regulated in how it manages its people, introduces new products, and sets and adjusts prices.

The decision-making process at USPS is heavily dependent upon the integrity of the data presented to the Governors. The OIG will focus on reviewing and validating statistical data utilized by the USPS to assess productivity. Our data integrity reviews will provide the Governors with independent validation of information presented in support of projects.

Recent General Accounting Office (GAO) reports have expressed concern about USPS labor-management practices. An October 1997 report noted that "little progress has been made in improving the persistent labor-management relations problems that had, in many instances, resulted from autocratic management style; the sometimes adversarial attitudes of employees, unions, and management; and an inappropriate and inadequate performance management system." GAO has also identified other significant problem areas, such as weaknesses in internal controls that may reduce revenues and compromise the integrity of certain acquisitions. In June 1996, GAO reported weaknesses in the processes used in the verification of bulk mail, which accounts for nearly half of USPS revenues.

Office of Inspector General

The USPS OIG is in a somewhat unique environment compared to the rest of the OIG community. Beginning with one employee, we are building an organization literally from scratch. We have institutional knowledge of OIG operations, but we have much to learn about USPS programs and operations. We need to adapt the basic OIG disciplines of audit and investigation into a corporate, bottom-line business approach, and we need to view our organization with a balance sheet rather than an appropriation in mind.

We face many of the same issues confronting other OIGs—the proliferation of computer and electronic crimes, increased violence in society, and the blurring of the distinction between the traditional OIG disciplines. To best function in our business environment, we have adopted the best practices of the Federal Government and corporate worlds. Training is a major initiative, and we deliberately encourage employees to take a multidisciplinary approach to their work. Employee evaluations are the result of a 360 degree review to ensure that our staff members can grow and excel in all aspects.

The OIG recently completed its first year of operation, during which considerable effort was devoted to creating an infrastructure, obtaining funding, and hiring new staff. As of September 30, 1997, 115 employees had been hired. By September 30, 1998, we hope to have a full-time staff of 380. We face a number of challenges in both the short and the long term. During FY 1998, we will benchmark our organization against similar law enforcement agencies and OIGs to develop realistic long-range goals for our OIG. Our key goal is to provide services and products that will help the USPS maintain and enhance its position as the best universal postal service in the world.

CHALLENGES:

ACQUIRING EXPERTISE

The USPS is a unique Federal entity in that it is a bottom line-driven organization striving to operate more as a commercial enterprise than as a Government agency. It has adopted the Malcolm Baldrige Criteria for CustomerPerfect! and developed its Strategic Plan to address the needs articulated by the Voices of the Customer, the Employee, and the Business. As a unique entity, the USPS is not subject to many of the regulations that apply to the rest of the Federal Government. Thus, regardless of the level of experience in OIG-related disciplines, our staff must develop a different knowledge base and learn new skills and methodologies to effectively serve the needs of the USPS. Attendance at our basic and follow-up orientation programs is required of all OIG employees. These programs familiarize staff with all aspects of USPS and OIG operations. We plan to establish a process that identifies required training for planned audits and ensures that our employees receive the necessary training. We are also acquiring the necessary information technology and specialized equipment we need to perform our mission.

BUILDING OUR TEAM

We face a significant challenge in hiring staff with the knowledge, skills and expertise to evaluate the effectiveness and efficiency of USPS operations. In addition to the audits and investigations we are currently performing, the Postal Inspection Service is conducting audits and evaluations on our behalf until our office is at full strength and able to assume the functions authorized by the Governors. The tight Federal job market has resulted in a flood of applications for our positions. We received over 1,800 unsolicited applications. We also received over 900 applications for 21 financial statement auditor positions we recently advertised. To deal with this overwhelming response, we are implementing more efficient and effective hiring processes. The smooth transition of functions from the Postal Inspection Service to the OIG cannot be accomplished until our full staff is on board and trained to handle the responsibilities entrusted to the OIG.

Our hiring plan calls for a total staff complement of 380 in FY 1998; 420 in FY 1999; 480 in FY 2000; and 530 in FY 2001. We are establishing processes to expedite bringing staff on board. We will evaluate our estimated

staffing needs each year to determine the appropriate complement needed to accomplish our mission, to include a smooth and orderly transition of duties from the Postal Inspection Service to the OIG. As part of this process, we will establish offices in Dallas, Texas; San Mateo, California; Minneapolis, Minnesota; and St. Louis, Missouri. As we gain experience and evaluate our workload, we will determine if staffing at additional locations is warranted.

STRENGTHENING EXTERNAL LIAISON

Solid working relationships with key external agencies are vital to the success of any OIG. It is particularly important for a new OIG to quickly develop channels of communication with the Department of Justice criminal prosecution and civil litigation staffs, and State and local prosecutors. Discussions with these officials early in the investigative process can help us to more successfully target our efforts into areas with the opportunity for successful prosecution. In addition, we will seek to further our goals by working with other Federal, State, and local law enforcement agencies, the OIG community, USPS employee and customer groups, and professional associations that support the OIG disciplines.

FORGING PARTNERSHIP WITH USPS

The OIG's philosophy is to serve as an agent of positive change within the USPS. We believe we can be most effective by working with management to prevent problems before they occur, rather than pointing out errors after the fact. We recognize that there will be inevitable disagreements between the OIG and USPS management, and we are committed to providing our best professional advice and judgment on the issue at hand. We are careful to balance our independent oversight role with an appreciation for the role and responsibility of USPS management. We believe it is important that USPS employees and customers understand our role, and we take every opportunity to meet and brief our stakeholders. Over the next year we will seek outreach opportunities to explain the OIG mission to our stakeholders.

ESTABLISHING PERFORMANCE MEASURES

Currently we are tracking the traditional OIG output measures required by the IG Act. These include numbers of reports issued, dollar recoveries, convictions, disciplinary actions taken, and number and dollar value of recommendations implemented by management. The OIG community has recognized that these statistics do not capture the qualitative results an OIG is having on an organization and is working to develop generic OIG performance measures that we will utilize as appropriate. We believe it is important for us to develop baseline performance information to aid us in setting goals and developing appropriate performance measures. During the next year, we will consult with our stakeholders and review our performance to develop performance measures for FY 1999. Our performance measures will be established annually and discussed with the Governors.

TRANSITION OF FUNCTIONS FROM THE POSTAL INSPECTION SERVICE

Pursuant to the Memorandum of Understanding between the OIG and the Postal Inspection Service, the OIG plans to assume all of the functions designated by the Governors by 2002. Ensuring a smooth, seamless transition as the OIG acquires the necessary staffing and experience to handle these functions will require a strong cooperative effort between the two entities. In FY 1997, we transferred the Hotline, executive investigations, oversight of the Postal Inspection Service, and the authority to review and approve workers' compensation subpoenas to the OIG. In FY 1998, the Postal Inspection Service will transfer responsibility for the financial statements, including overall opinion audits and quality reviews of related Postal Inspection Service work; developmental and facilities audits; bribery, kickback, and conflict of interest reviews; revenue generation projects; and contracts audits (excluding pre-and post-award reviews). Finally, in FY 1999 we will become responsible for postal-wide performance reviews.

DESIGNATION OF FUNCTIONS BETWEEN THE OFFICE OF INSPECTOR GENERAL AND THE POSTAL INSPECTION SERVICE

The Governors approved a distribution of duties and responsibilities between the OIG and the Postal Inspection Service. This distribution maximizes each organization's capabilities while maintaining the legislated roles and responsibilities of each. The distribution also provides partnering opportunities for both. The OIG and the Postal Inspection Service have worked cooperatively to ensure that a smooth transition of responsibilities occurs as the OIG builds up its staff. This is evidenced in our jointly developed audit workload plan for FY 1998. As of September 30, 1997, the OIG staffing totaled 115 employees, while the Postal Inspection Service staffing totaled 2,200 employees in 144 locations. The OIG plans to hire 380 employees by September 30, 1998, at two major locations and three field locations. Our long-range goal is to assume all designated functions within a 5-year period. An explanatory chart is included, along with a summary of each organization's responsibility as follows:

AUDITS

OFFICE OF INSPECTOR GENERAL

The OIG conducts all systemic reviews. This includes postal-wide performance issues, systems development work, contract administration, labor-management issues, and revenue-generation initiatives. We also review new facilities construction over \$10 million; leases, repairs and alterations over \$1 million; and USPS rate-making processes. The OIG also conducts financial statement audits above the district level, performs oversight of Postal Inspection Service activities, and coordinates with the external independent public accountant appointed by the Governors.

- ★ Financial statements, including:
 - ☆ overall opinion audits
 - ☆ quality reviews of Postal Inspection Service work
- ★ Postal-wide performance reviews
- ★ Contract audits, except pre-award and post-award audits
- ★ Developmental audits
- ★ Facility audits, including:
 - ☆ Facilities construction contracts of \$10 million or more
 - ☆ Right of first choice on contracts between \$5 - \$10 million
 - ★ Leases of \$1 million or more
 - ☆ Repair and alterations of \$1 million or more
- ★ Revenue-focused audits (international mail)

POSTAL INSPECTION SERVICE

The Postal Inspection Service conducts performance audits at the local and area level, pre-award and post-award contract audits, and financial audits at the installation and district level. It also reviews new facilities construction under \$5 million, and leases, repairs and alterations under \$1 million.

- ★ Financial statements, including installations and districts
- ★ Area, district and local performance reviews
- ★ Service investigations
- ★ Pre-award and post-award contract audits
- ★ Facility audits, including:
 - ☆ Facilities construction contracts of
 \$5 million or less
 - ☆ Contracts between \$5 \$10 million not performed by OIG
 - ☆ Leases under \$1 million
 - ☆ Repair and alterations under \$1 million



INVESTIGATIONS

OFFICE OF INSPECTOR GENERAL

The OIG investigates bribery, kickbacks, conflicts of interest, false claims, and matters involving USPS executives, and conducts service-wide investigations of the USPS and worker's compensation issues at the provider level. The OIG will conduct or work jointly with the Postal Inspection Service on significant embezzlement cases and injury claims arising from allegations of USPS negligence. The OIG also operates the Hotline for reporting postal crimes, fraud, waste, abuse, and mismanagement.

- ★ Revenue cases, including:
 - ☆ Bribery, kickbacks, and conflicts of interest
 - ☆ Systemic reviews
- ★ Workers' compensation cases, including:

 - ☆ Program monitoring
- ★ Tort claims, including:
- ★ Embezzlements (conduct/partner on cases of \$100,000 or more)
- ★ Expenditure cases, including:
 - ☆ Bribery, kickbacks, and conflicts of interest
- ★ Conduct/partner on cases involving executives
- ★ Postal Inspection Service internal affairs:
 - ★ Executives
- ★ Computer forensics
- ★ Hotline

POSTAL INSPECTION SERVICE

The Postal Inspection Service is responsible for investigating and enforcing over 200 Federal statutes. It strives to keep the mail safe from attack and to protect postal employees and USPS assets. The Postal Inspection Service is responsible for investigating assaults or threats against employees, robberies and burglaries, narcotics incidents, employee embezzlements under \$100,000, false claims, internal and external thefts, individual workers' compensation fraud, mail bombings, pornography mailings, money laundering, and mail fraud. It operates five forensic and technical laboratories, conducts internal affairs investigations of non-executives, and provides emergency responses on cases involving executives.

- ★ Revenue cases, including:
 - Revenue loss detection
 - ☆ Shares with OIG on revenue task force and other groups
- ★ Primary responsibility for workers' compensation cases
- **★** Tort claims
- ★ Embezzlements under \$100,000
- ★ Expenditure cases, including:
 - ☆ Cases referred by OIG
 - ☆ IMPAC card cases
 - ☆ Local purchases or procurements
- ★ Emergency responses on cases involving executives
- ★ Internal and external crimes
- ★ Employee protection
- **★** Security
- ★ Fraud and prohibited mailings
- ★ Postal Inspection Service internal affairs:
 - non-executives
- ★ Forensic and technical services



ADDITIONAL OIG WORK

- ★ Oversight of the Postal Inspection Service
- ★ Postal rate-making programs and operations
- ★ Revenue generation
- ★ Labor management
- ★ Electronic commerce

The Inspector General retains the right to conduct or partner with the Postal Inspection Service on audits and investigations, pursuant to the IG Act.





COOPERATIVE ENDEAVORS

The OIG and the Postal Inspection Service will partner on audits and investigations to enable both organizations to maximize their capabilities and strengths. Partnering opportunities have already been established for the 1998 audit workload plan. Partnering is planned in embezzlement and executive investigations, revenue cases, and new facilities construction audits valued between \$5 - 10 million.

TO REPORT POTENTIAL FRAUD, WASTE OR ABUSE, CALL

THE OIG HOTLINE AT 1-888-USPS-OIG

(1-888-877-7644)

THE OIG HOTLINE IS A NATIONWIDE, TOLL-FREE NUMBER.

ALL CALLS ARE CONFIDENTIAL,

YOU MAY REMAIN ANONYMOUS.

YOU MAY ALSO CONTACT THE OIG HOTLINE BY SENDING YOUR ALLEGATION TO:

USPS OIG HOTLINE
1735 NORTH LYNN STREET
ARLINGTON, VA 22209-2005



OR BY SENDING A TELEFAX TO:

1-703-248-2259

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